## PERFORMANCE AUDIT OF THE

### OFFICE OF HIGHWAY SAFETY PLANNING

#### MICHIGAN DEPARTMENT OF STATE POLICE

December 1997

### **EXECUTIVE DIGEST**

## OFFICE OF HIGHWAY SAFETY PLANNING

INTRODUCTION	This report, issued in December 1997, contains the results of our performance audit* of the Office of Highway Safety Planning (OHSP), Michigan Department of State Police.
AUDIT PURPOSE	This performance audit was conducted as part of the constitutional responsibility of the Office of the Auditor General. Performance audits are conducted on a priority basis related to the potential for improving effectiveness* and efficiency*.
BACKGROUND	The mission* of OHSP is to save lives and reduce injuries on Michigan roads through leadership, innovation, facilitation, and program support in partnership with other safety professionals.
	OHSP is the agency designated to coordinate all highway safety activities in Michigan and to distribute federal funds related to highway safety activities. OHSP also administers the secondary road patrol (SRP) program which provides funding to county sheriff departments to conduct patrolling, monitoring, and other duties on secondary roads. In addition, OHSP performs the administrative duties for the Michigan Truck Safety

<sup>\*</sup> See glossary on page 24 for definition.

Commission (MTSC), a State agency established to improve truck safety by providing programs to the trucking industry and citizens of Michigan.

During fiscal year 1995-96, OHSP expended approximately \$5.2 million on highway safety and crash data collection activities and \$8.6 million on the SRP program. MTSC expended approximately \$2.7 million on its programs during fiscal year 1995-96. As of June 1, 1997, OHSP had 23 employees.

### AUDIT OBJECTIVE, CONCLUSION, AND NOTEWORTHY ACCOMPLISHMENTS

**Audit Objective:** To assess the effectiveness of OHSP in meeting its mission to save lives and reduce injuries on Michigan roads.

Conclusion: The programs administered by OHSP appeared to have impact on the occurrence and severity of traffic crashes; however, because of the number of factors and variables that influence traffic crashes, we could not determine the actual level of impact OHSP had in limiting traffic crashes. Overall, injuries and fatalities have increased during 3 of the past 4 years. Traffic crashes have increased every year since 1992. We noted reportable conditions\* related to OHSP developing outcome\* measures and evaluating the effectiveness of individual initiatives (Finding 1), allocating SRP funds (Finding 2), and conducting an impact and cost effectiveness study for the SRP program (Finding 3).

Noteworthy Accomplishments: OHSP is developing an assessment instrument to enable communities to identify their traffic safety assets and deficits and then develop an implementation plan to address them. OHSP is also developing an automated traffic crash report which will

<sup>\*</sup> See glossary on page 24 for definition.

allow a police officer investigating a crash to enter data directly into a computer program. Currently, the officers complete a hard copy report and the report is entered into a computer program by the Department's Criminal Justice Data Center staff.

In addition, OHSP, in partnership with the Michigan Department of Transportation, has facilitated the development of the Michigan Safety Management System. In 1997, the second annual Traffic Safety Summit hosted over 300 advocates who attended traffic safety workshops.

## AUDIT SCOPE AND METHODOLOGY

Our audit scope was to examine the program and other records of the Office of Highway Safety Planning. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances.

Our audit procedures included examining OHSP's records and activities for the period October 1, 1994 through April 30, 1997.

Tο accomplish our objective we obtained an understanding of OHSP's operations by conducting a preliminary survey. We obtained an understanding of OHSP's internal control structure\* relating to the administration of federal, SRP, and MTSC grants and assessed the procedures for monitoring these grants. We also reviewed traffic safety-related statistics for Michigan and other states. We recalculated the allocation of SRP funds using fiscal year 1995-96 data. and we included a summary of the

<sup>\*</sup> See glossary on page 24 for definition.

recalculation in the supplemental information section of this report.

#### AGENCY RESPONSES

Our audit report contains 3 findings and corresponding recommendations. OHSP agreed, in general, with all of the audit findings. However, it contended that two of the findings require action on the part of the Legislature before OHSP can implement the recommendations.

Colonel Michael D. Robinson, Director Michigan Department of State Police 714 South Harrison

East Lansing, Michigan

Dear Colonel Robinson:

This is our report on the performance audit of the Office of Highway Safety Planning,

Michigan Department of State Police.

This report contains our executive digest; description of agency; audit objective, scope,

and methodology and agency responses; comment, findings, recommendations, and

agency preliminary responses; a recalculation of the allocation of secondary road

patrol funds, presented as supplemental information; and a glossary of acronyms and

terms.

The agency preliminary responses were taken from the agency's written comments and

oral discussions subsequent to our audit fieldwork. The Michigan Compiled Laws and

administrative procedures require that the audited agency develop a formal response

within 60 days after release of the audit report.

We appreciate the courtesy and cooperation extended to us during this audit.

Sincerely,

Thomas H. McTavish, C.P.A.

**Auditor General** 

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#### **Description of Agency**

The mission of the Office of Highway Safety Planning (OHSP) is to save lives and reduce injuries on Michigan roads through leadership, innovation, facilitation, and program support in partnership with other safety professionals.

The federal Highway Safety Act of 1966 required each state to designate an agency to be responsible for coordinating all highway safety activities in the state and for distributing federal funds related to highway safety activities. These activities were initially performed in Michigan within the Executive Office of the Governor. In 1969, Executive Order 1969-1 (Section 28.61 of the *Michigan Compiled Laws*) created OHSP within the Michigan Department of State Police, and designated the executive director of OHSP as the official representative of the Governor for the administration of the Michigan Highway Safety Program under the federal Highway Safety Act of 1966. During fiscal year 1995-96, OHSP expended approximately \$5.2 million to conduct highway safety activities, collect crash data, and issue reports. Funding was provided by federal revenues (87.4%), the Michigan Transportation Fund (9.6%), and the General Fund (3.0%).

Annually, OHSP develops a highway safety plan to identify traffic safety problems and an evaluation process to select countermeasures with the highest potential for reducing traffic related crashes, injuries, and deaths. The plan is divided into the following program areas which further define problem areas and countermeasures: occupant protection, alcohol impaired driving prevention, police traffic services, injury control, pedestrian/bicycle safety, traffic records, community traffic safety programs, motorcycle safety, roadway safety, and planning and administration. OHSP is committed to the philosophy that affecting change in public attitude and behaviors on roadways must occur at the local level. Therefore, a significant portion of OHSP's federal funding is expended on grants provided to local police agencies and safety groups to conduct enforcement, training, information and education programs. Most OHSP projects are intended to provide "seed money" for demonstration and pilot projects in local areas.

OHSP is also responsible for the administration and distribution of secondary road patrol (SRP) funds, pursuant to Executive Order 1989-4 (Section 28.31 of the *Michigan* 

Compiled Laws). These responsibilities were transferred to OHSP from the Office of Criminal Justice, Department of Management and Budget. The SRP program reimburses county sheriff departments for expenditures incurred to patrol and monitor traffic violations, investigate accidents, and perform other duties on county primary roads, local roads, and roads within county parks. During fiscal year 1995-96, the SRP program expended approximately \$8.6 million. Funding was provided by a \$5 surcharge assessed to most moving violations (65%) and the General Fund (35%).

Act 348, P.A. 1988 (Section 247.675 of the *Michigan Compiled Laws*), established the truck safety fund and the Michigan Truck Safety Commission (MTSC) within OHSP. The mission of MTSC is to improve truck safety by providing Michigan's trucking industry and the citizens of Michigan with effective educational programs, and by addressing significant truck safety issues. The truck safety fund derives its revenues from commercial vehicle registration fees. During fiscal year 1995-96, MTSC expended approximately \$2.7 million on its programs. The executive director of OHSP serves on MTSC, as required by statute, and OHSP may employ not more than two persons to assist in the administration of the truck safety fund.

Act 188, P.A. 1941 (Sections 256.561 and 256.562 of the *Michigan Compiled Laws*), established the Michigan State Safety Commission (MSSC) to: promote consultation and cooperation regarding traffic safety among all departments of the State; promote uniform and effective programs of safety on streets and highways; interchange information among the departments for more effective safety conditions; cooperate with officials from the federal and local governments in regulating highway traffic; and encourage safety education in the State. The statute requires MSSC to meet on a monthly basis and established the following persons as members of MSSC:

Governor, Honorary Chairperson
Secretary of State
Superintendent of Public Instruction
Director, Michigan Department of State Police
Director, Michigan Department of Transportation
Director, Department of Community Health

In addition, the executive director of OHSP serves as the executive secretary to MSSC. MSSC's members provide expertise relating to various issues, such as drivers licensing, drivers training programs, law enforcement, road design, and public information and education.

As of June 1, 1997, OHSP had 23 employees.

## Audit Objective, Scope, and Methodology and Agency Responses

#### **Audit Objective**

Our audit objective for the performance audit of the Office of Highway Safety Planning (OHSP), Michigan Department of State Police, was to assess the effectiveness of OHSP in meeting its mission to save lives and reduce injuries on Michigan roads.

#### Audit Scope

Our audit scope was to examine the program and other records of the Office of Highway Safety Planning. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances.

#### Audit Methodology

Our audit procedures were conducted during the months of November 1996 through May 1997 and included examining OHSP's records and activities for the period October 1, 1994 through April 30, 1997.

To accomplish our objective we obtained an understanding of OHSP's operations by conducting a preliminary survey. This included reviewing applicable statutes, policies, and procedures; evaluating OHSP's strategic plan, goals and objectives, and action plans; and interviewing OHSP staff. We obtained an understanding of OHSP's internal control structure relating to the administration of federal, secondary road patrol, and Michigan Truck Safety Commission grants and assessed the procedures for monitoring these grants. We also reviewed traffic safety-related statistics for Michigan and other states. We recalculated the allocation of secondary road patrol funds using fiscal year 1995-96 data. We included a summary of the recalculation in the supplemental information section of this report.

#### Agency Responses

Our audit report contains 3 findings and corresponding recommendations. OHSP agreed, in general, with all the audit findings. However, it contended that two of the findings require action by the Legislature before OHSP can implement the recommendations.

The agency preliminary response which follows each recommendation in our report was taken from the agency's written comments and oral discussion subsequent to our audit fieldwork. Section 18.1462 of the *Michigan Compiled Laws* and Department of Management and Budget Administrative Guide procedure 1280.02 require the Michigan Department of State Police to develop a formal response to our audit findings and recommendations within 60 days after release of the audit report.

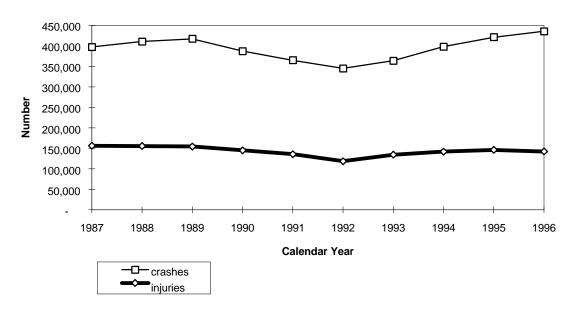
# COMMENT, FINDINGS, RECOMMENDATIONS, AND AGENCY PRELIMINARY RESPONSES

#### **EFFECTIVENESS IN MEETING MISSION**

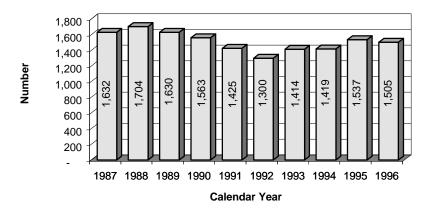
#### **COMMENT**

**Background:** The following charts depict various traffic crash related information for Michigan and the United States:

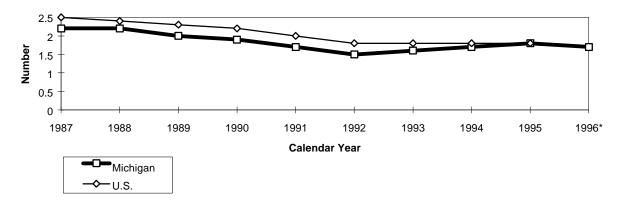
#### Crashes and Injuries - Michigan



#### Deaths - Michigan



#### **Deaths Per 100 Million Vehicle Miles**



<sup>\*1996</sup> data for the U.S. was not available.

**Audit Objective:** To assess the effectiveness of the Office of Highway Safety Planning (OHSP) in meeting its mission to save lives and reduce injuries on Michigan roads.

Conclusion: The programs administered by OHSP appeared to have impact on the occurrence and severity of traffic crashes; however, because of the number of factors and variables that influence traffic crashes, we could not determine the actual level of impact OHSP had in limiting traffic crashes. As illustrated in the graphs on pages 13 and 14, after years of improvement between 1988 and 1992, overall injuries and fatalities have increased during 3 of the past 4 years. Traffic crashes have increased every year since 1992. We noted reportable conditions related to OHSP developing outcome measures and evaluating the effectiveness of individual initiatives, allocating secondary road patrol (SRP) funds, and conducting an impact and cost effectiveness study for the SRP program.

**Noteworthy Accomplishments:** OHSP is developing an assessment instrument to enable communities to identify their traffic safety assets and deficits and then develop an implementation plan to address them. OHSP is also developing an automated traffic crash report, which will allow a police officer investigating a crash to enter data directly into a computer program. Currently, the officers complete a hard copy report and the report is entered into a computer program by the Department's Criminal Justice Data Center staff.

In addition, OHSP, in partnership with the Michigan Department of Transportation, has facilitated the development of the Michigan Safety Management System. In 1997, the second annual Traffic Safety Summit hosted over 300 advocates who attended traffic safety workshops.

#### **FINDING**

#### 1. OHSP Effectiveness

OHSP has not evaluated the outcomes of its traffic safety grants to determine their individual or long-term effectiveness in meeting its mission to reduce traffic related crashes, injuries, and fatalities.

Annually, OHSP develops a highway safety plan to identify traffic safety problems and select countermeasures with the highest potential for reducing traffic related crashes, injuries, and fatalities. OHSP is committed to the philosophy that affecting change in the public's attitude and behavior on roadways must occur at the local level. Therefore, a significant portion of OHSP's federal funding is expended on grants to local police agencies and safety groups to conduct enforcement, training, information, and education programs. Most OHSP grants are intended to provide "seed money" for demonstration and pilot projects in local areas.

During fiscal year 1995-96, OHSP expended approximately \$5.2 million for implementation of its highway safety plan. An additional \$8.6 million was expended for the operation of the SRP program. However, the number of fatalities and injuries related to traffic crashes has increased during 3 of the 4 calendar years ending December 31, 1996.

Assessing the public's driving habits and developing countermeasures to reduce traffic crashes is highly complex and subject to interpretation. Although OHSP had established output\* measures for each grant awarded, it had not assessed the outcomes of individual initiatives. Therefore, OHSP could not determine which program or combination of programs was the most effective in assisting OHSP in

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<sup>\*</sup> See glossary on page 24 for definition.

achieving its mission. It is essential that OHSP identify the most effective grant programs prior to the grant award and commencement of the programs.

#### RECOMMENDATION

We recommend that OHSP evaluate the outcomes of its traffic safety grants to identify those grants which will most effectively and efficiently assist OHSP in meeting its mission to save lives and reduce injuries related to traffic crashes.

#### AGENCY PRELIMINARY RESPONSE

OHSP agreed in part with this finding. Although OHSP did not document its evaluation process in the formal manner sought by the Office of the Auditor General, OHSP did evaluate the outcomes of its traffic safety grants. Future annual evaluation reports issued by OHSP will more specifically identify the evaluation process used and the progress made in achieving its traffic safety goals.

#### **FINDING**

#### 2. Allocation of SRP Funds

The allocation of SRP funds was based on a formula that has not been updated for 20 years. As a result, counties received SRP funds based on road mileage and population data that was 20 years old.

Act 416, P.A. 1978 (Sections 51.76 and 51.77 of the *Michigan Compiled Laws*), established the SRP program. The SRP program receives revenue from General Fund appropriations and a \$5 surcharge assessed to most moving traffic violations. During fiscal year 1995-96, OHSP distributed approximately \$8.6 million in SRP funds to 80 counties (3 counties did not qualify for SRP program funding). In addition, the SRP program funded OHSP administrative costs of approximately \$74,000.

The allocation of SRP funds to counties did not reflect changes in those factors which impact the level of enforcement needed on secondary roads. The allocation is based on a formula, stated in Section 51.77(4) of the *Michigan Compiled Laws*, that utilizes fiscal year 1976-77 population and road mileage data. The statute provides for a county's share of the amount annually appropriated for secondary road patrol and traffic accident prevention to be the same percentage that the

county received pursuant to Act 51, P.A. 1951, during the period July 1, 1976 through June 30, 1977.

We obtained the Act 51 allocations used for the fiscal year ended September 30, 1996. We then recalculated what the counties' allocation of SRP funds would have been if current Act 51 data were used instead of 1976-77 data. We included a summary of the recalculation in the supplemental information section of this report. We noted that 39 counties would have received increased funding of between \$89 and \$127,715, 43 counties would have experienced decreased funding of between \$89 and \$194,821, and 1 county's funding would be unchanged.

Modification of the formula used to allocate SRP funds to counties would require amendatory legislation.

#### RECOMMENDATION

We recommend that OHSP consider seeking amendatory legislation which modifies the formula used to allocate SRP funds to counties to ensure the distribution of the funds is based on current populations, road miles, and other factors.

### **AGENCY PRELIMINARY RESPONSE**

While OHSP agreed with the finding of fact, as acknowledged by the Office of the Auditor General, the authority for amending the existing law rests with the Legislature. OHSP, therefore, must administer the Act using the existing statutory formula until such time as the Legislature takes action to change it.

### **FINDING**

#### 3. <u>Impact and Cost Effectiveness Study of the SRP Program</u>

OHSP has not assessed the impact and cost effectiveness of the SRP program as required by statute. As a result, OHSP has not determined whether the SRP program operates as intended by the enabling legislation.

Section 51.77(9) of the *Michigan Compiled Laws* requires OHSP to conduct an annual impact and cost effectiveness study which will review State, county, and

local road patrol and accident prevention efforts. OHSP states in its SRP annual reports that the allocation designated for administration is not sufficient to complete a study of the SRP program's impact and cost effectiveness. During fiscal year 1995-96, counties expended SRP funds totaling approximately \$8.6 million, and OHSP's SRP administrative costs totaled approximately \$74,000.

We analyzed fiscal year 1995-96 SRP county enforcement outputs and expenditures and noted significant variances among counties. These variances may be indications that certain counties are providing a higher level of enforcement and other counties are utilizing funding for equipment and/or other non-patrol activities:

	Range of County Annual Outputs
Patrol Activity	Per SRP Officer Assigned
Miles Traveled	3,562 - 58,725
Total Stops	8 - 1,995
Total Citations	7 - 2,290
Secondary Road Crashes	2 - 1,442

Note: Outputs for part-time officers were equated to full-time officer outputs.

In addition, there were significant variations among counties relating to the use of SRP funds. Section 51.77(2)(b) of the *Michigan Compiled Laws* allows use of SRP funds to purchase equipment. During fiscal year 1995-96, we noted, on average, that counties spent 8.5% of the SRP funds they were allocated on equipment. However, four counties spent 20% or more of their allocated SRP funds on equipment.

Because SRP funds are allocated based on a formula and the purchase of equipment is allowed by statute, it is critical that OHSP evaluate the impact and cost effectiveness of the SRP program to ensure that it operates as intended by the enabling legislation. The variances in SRP activities and in the use of SRP funds are indications that modifications to the statutes may be necessary to ensure county activities are directed toward safety-related outcomes. An analysis may also assist OHSP in developing a model for counties to follow, in terms of enforcement level, equipment purchases, etc., which provides the most significant

safety outcomes. Without an analysis of the SRP program's impact on traffic safety, OHSP does not have assurance that the SRP program is achieving positive traffic safety outcomes. A study of the SRP program's impact and cost effectiveness has not been completed since the program began on October 1, 1978.

#### **RECOMMENDATION**

We recommend that OHSP conduct an impact and cost effectiveness study of the SRP program as required by statute.

#### **AGENCY PRELIMINARY RESPONSE**

OHSP acknowledged that an impact and cost effectiveness study is called for by the Act; however, the budget appropriated had never been adequate to fund a valid study. OHSP was in agreement that such a study is desirable; however, its ability to comply with this recommendation is subject to funding being provided for this purpose.

## SUPPLEMENTAL INFORMATION

## Recalculation of the Allocation of Fiscal Year 1995-96 Secondary Road Patrol Funds <u>Using Updated Fiscal Year 1995-96 Act 51, P.A. 1951, Data</u>

County	Actual Allocation Percentage	Actual Allocation Amount		Alloc	Recalculated Allocation Percentage		Recalculated Allocation Amount*		Allocation Increase/ (Decrease) Based On Recalculation	
Alcona	0.393 %	\$	34,977	(	0.394%	\$	35,066	\$	89	
Alger	0.322	*	28,658		0.262	*	23,318	*	(5,340)	
Allegan	1.216		108,224		1.252		111,428		3,204	
Alpena	0.578		51,442	(	0.528		46,992		(4,450)	
Antrim	0.465		41,385		0.442		39,338		(2,047)	
Arenac	0.396		35,244		0.400		35,600		356	
Baraga	0.310		27,590	(	0.259		23,051		(4,539)	
Barry	0.692		61,588	(	0.747		66,483		4,895	
Bay	1.499		133,411		1.326		118,014		(15,397)	
Benzie	0.353		31,417	(	0.349		31,061		(356)	
Berrien	2.075		184,675		1.770		157,530		(27,145)	
Branch	0.747		66,483	(	0.681		60,609		(5,874)	
Calhoun	1.762		156,818		1.406		125,134		(31,684)	
Cass	0.766		68,174	(	0.732		65,148		(3,026)	
Charlevoix	0.442		39,338	(	0.449		39,961		623	
Cheboygan	0.563		50,107	(	0.573		50,997		890	
Chippewa	0.706		62,834	(	0.618		55,002		(7,832)	
Clare	0.531		47,259	(	0.596		53,044		5,785	
Clinton	0.857		76,273	(	0.912		81,168		4,895	
Crawford	0.369		32,841	(	0.379		33,731		890	
Delta	0.696		61,944	(	0.635		56,515		(5,429)	
Dickinson	0.491		43,699	(	0.454		40,406		(3,293)	
Eaton	1.090		97,010	•	1.275		113,475		16,465	
Emmet	0.514		45,746	(	0.529		47,081		1,335	
Genesee	4.380		389,820	;	3.934		350,126		(39,694)	
Gladwin	0.467		41,563	(	0.516		45,924		4,361	
Gogebic	0.415		36,935	(	0.337		29,993		(6,942)	
Grand Traverse	0.836		74,404	(	0.954		84,906		10,502	
Gratiot	0.782		69,598	(	0.715		63,635		(5,963)	
Hillsdale	0.758		67,462	(	0.717		63,813		(3,649)	
Houghton	0.570		50,730	(	0.456		40,584		(10,146)	
Huron	0.838		74,582	(	0.812		72,268		(2,314)	
Ingham	2.310		205,590	2	2.308		205,412		(178)	
Ionia	0.749		66,661	(	0.768		68,352		1,691	
losco	0.626		55,714	(	0.599		53,311		(2,403)	
Iron	0.389		34,621	(	0.349		31,061		(3,560)	

Isabella	0.782 %	\$	69,598	0.803%	\$ 71,467	\$ 1,869
Jackson	1.926		171,414	1.796	159,844	(11,570)
Kalamazoo	2.010		178,890	2.106	187,434	8,544
Kalkaska	0.435		38,715	0.466	41,474	2,759
Kent	4.123		366,947	4.701	418,389	51,442
Keweenaw	0.188		16,732	0.156	13,884	(2,848)
Lake	0.422		37,558	0.428	38,092	534
Lapeer	0.925		82,325	1.094	97,366	15,041
Leelanau	0.389		34,621	0.388	34,532	(89)
Lenawee	1.221		108,669	1.173	104,397	(4,272)
Livingston	1.032		91,848	1.622	144,358	52,510
Luce	0.279		24,831	0.241	21,449	(3,382)
Mackinac	0.366		32,574	0.348	30,972	(1,602)
Macomb	5.173		460,397	5.910	525,990	65,593
Manistee	0.569		50,641	0.548	48,772	(1,869)
Marquette	0.906		80,634	0.818	72,802	(7,832)
Mason	0.555		49,395	0.541	48,149	(1,246)
Mecosta	0.597		53,133	0.639	56,871	3,738
Menominee	0.650		57,850	0.586	52,154	(5,696)
Midland	0.833		74,137	0.870	77,430	3,293
Missaukee	0.415		36,935	0.455	40,495	3,560
Monroe	1.733		154,237	1.635	145,515	(8,722)
Montcalm	0.836		74,404	0.876	77,964	3,560
Montmorency	0.352		31,328	0.361	32,129	801
Muskegon	1.590		141,510	1.469	130,741	(10,769)
Newaygo	0.774		68,886	0.782	69,598	712
Oakland	8.459		752,851	9.894	880,566	127,715
Oceana	0.562		50,018	0.562	50,018	0
Ogemaw	0.461		41,029	0.488	43,432	2,403
Ontonagon	0.356		31,684	0.282	25,098	(6,586)
Osceola	0.486		43,254	0.539	47,971	4,717
Oscoda	0.360		32,040	0.373	33,197	1,157
Otsego	0.448		39,872	0.469	41,741	1,869
Ottawa	1.907		169,723	2.275	202,475	32,752
Presque Isle	0.427		38,003	0.417	37,113	(890)
Roscommon	0.455		40,495	0.517	46,013	5,518
Saginaw	2.472 %	\$	220,008	2.259 %	\$ 201,051	\$ (18,957)
Sanilac	0.899		80,011	0.890	79,210	(801)
Schoolcraft	0.301		26,789	0.269	23,941	(2,848)
Shiawassee	0.917		81,613	0.892	79,388	(2,225)
St. Clair	1.629		144,981	1.663	148,007	3,026
St. Joseph	0.801		71,289	0.776	69,064	(2,225)
Tuscola	0.967		86,063	0.929	82,681	(3,382)
Van Buren	0.901		80,189	0.904	80,456	267
Washtenaw	2.196		195,444	2.580	229,620	34,176
Wayne	14.407		1,282,223	12.218	1,087,402	(194,821)
Wexford	0.555		49,395	0.559	 49,751	 356
Totals		<u>\$</u>	8,900,000		\$ 8,900,000	\$ 0

<sup>\*</sup> Recalculated Allocation Percentage x \$8,900,000.

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#### **Glossary of Acronyms and Terms**

effectiveness Program success in achieving mission and goals.

efficiency Achieving the most outputs and outcomes practical for the

amount of resources applied or minimizing the amount of resources required to attain a certain level of outputs or

outcomes.

internal control The management control environment,

information system, and control policies and procedures

management

established by management to provide reasonable assurance that goals are met; that resources are used in

compliance with laws and regulations; and that valid and reliable performance related information is obtained and

reported.

mission The agency's main purpose or the reason the agency was

established.

MSSC Michigan State Safety Commission.

MTSC Michigan Trunk Safety Commission.

OHSP Office of Highway Safety Planning.

outcomes The active impacts of the program. Outcomes should

positively impact the purpose for which the program was

established.

structure

outputs

The products or services produced by the program. The program assumes that producing its outputs will result in favorable program outcomes.

performance audit

An economy and efficiency audit or a program audit that is designed to provide an independent assessment of the performance of a governmental entity, program, activity, or function to improve public accountability and to facilitate decision making by parties responsible for overseeing or initiating corrective action.

reportable condition

A matter coming to the auditor's attention that, in his/her judgment, should be communicated because it represents either an opportunity for improvement or a significant deficiency in management's ability to operate a program in an effective and efficient manner.

**SRP** 

secondary road patrol.